



INSPIRATION: OVERVIEW

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AWARENESS TEST

<http://www.youtube.com/watch?v=Ahg6qcgoay4>

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How many of you saw the moonwalking bear?

Originally, this awareness test come from a research project, and the most famous example actually involves either a person in a gorilla suit or a woman carrying an umbrella. After watching the video the subjects were asked if they saw anything out of the ordinary take place. In most groups, 50% of the subjects did not report seeing the gorilla.

INATTENTIONAL BLINDNESS

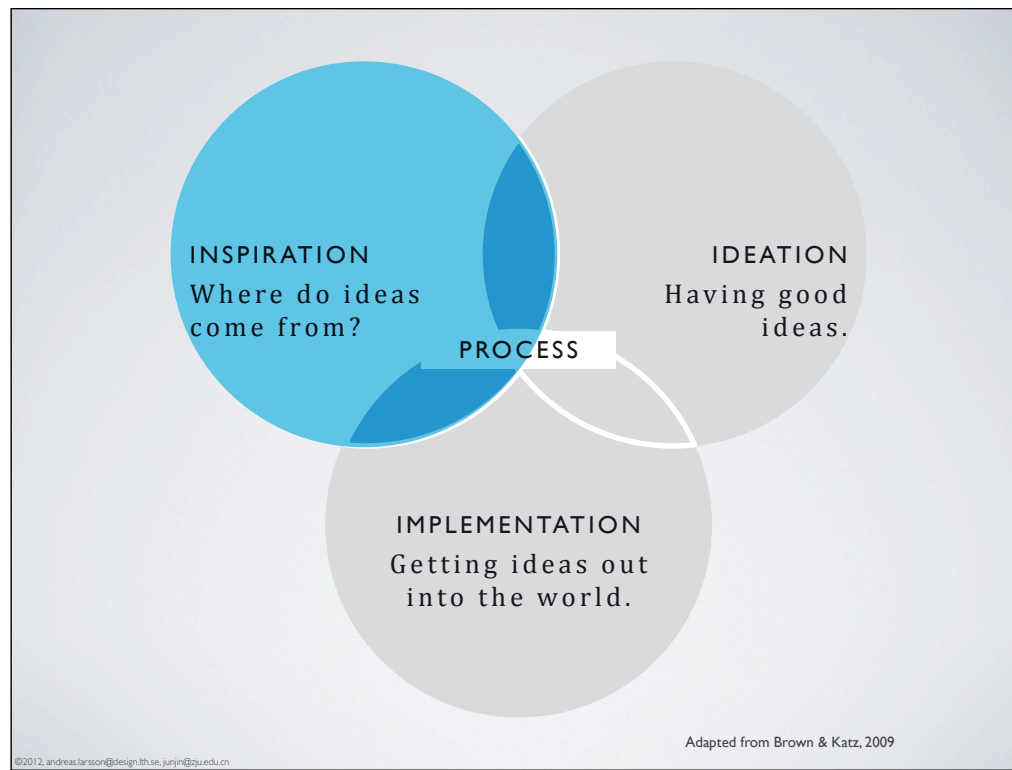
MISSING WHAT YOU ARE NOT LOOKING FOR...
...EVEN WHEN IT IS RIGHT IN FRONT OF YOU.

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Innovation is largely about identifying and acting on opportunities that others might miss.

We don't always know where to look and even if we're looking everywhere, we might not know what we're looking for.

This is the nature of innovation, so keep this attention test in mind as you carry out your projects. Are there things that no one else can see or grasp, that you can turn into a competitive advantage?



The Inspiration dimension is about exploring where ideas come from. It is about gathering Insights from every possible source you can find.



On to a small exercise to illustrate how observing a new opportunity might look like.

You've probably seen cases of Coca-Cola in the supermarket.

If you were working for Coca-Cola, what would you do to find out ways of selling more cans?

Students discuss in groups of two or three.

Follow up with a moderated all-class discussion.



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Well, actually it wasn't really Coca-Cola who found a way to sell more cans. It was Alcoa, manufacturer of the aluminium used to make cans, and Riverwood International, a company that designs and manufactures cardboard packaging.

Alcoa researchers followed people to the grocery store, observing their purchases and how the purchases were stored at home.

The researchers soon realized that the suitcase package was actually hindering the use of cans. People tended to put several cans in the refrigerator, then store the remaining cans in a cabinet or closet. When all the refrigerated cans were used, people usually chose another drink from the refrigerator instead of retrieving a can from the package.

The Fridge Pack is a package that stacks 12 cans in a way that takes up minimal room on the fridge shelf, with an opening that dispenses one can at a time.

Coca-Cola have called the Fridge Pack "the greatest innovation since the contoured plastic bottle was introduced 20 years ago."

The key insight was that if new packaging could make it easier for consumers to store more canned beverages in a refrigerator, they might buy and consume more drinks. The new packs take up "dead" space in the refrigerator.

<http://www.blogilvy.co.za/2012/04/fran-luckin-creative-freedom/>

<http://www.bizjournals.com/atlanta/stories/2002/08/05/story5.html?page=all>



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WWW.HEINZ.COM

Have you ever used one of these?

Noticed any problems with the glass bottle? It's been around in this shape since 1890.

However, it's difficult to get sauce out of the bottle. First you get nothing, and then you get everything at the same time.

There's always ketchup left in the bottle that you can't get out.



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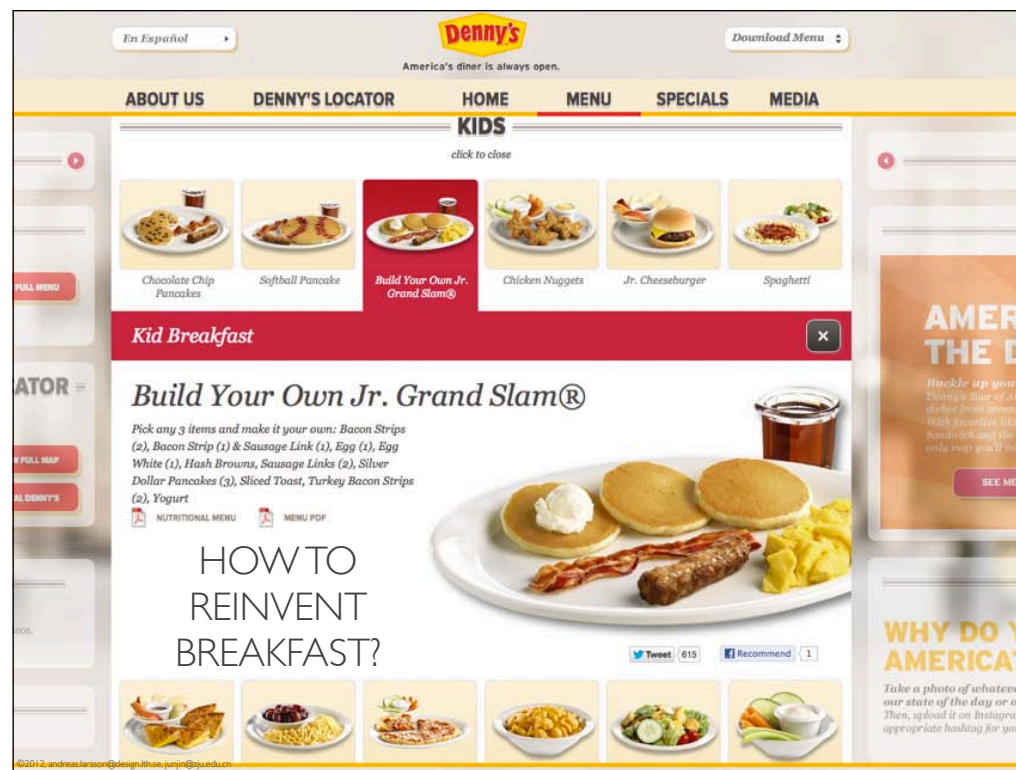
Well, one way of making things better is to make it a squeeze bottle. But we've had that for years and we still had to wait for the ketchup to get out.

Heinz came up with a top-down bottle, which means that you don't need to violently shake or tap the bottle.

(also, a collaboration with Coca-Cola regarding "plantbottles", where up to 30% of the bottle is made from plants)

Recently, the Varanasi Research Group, a lab run by Kripa Varanasi, a professor of mechanical engineering at MIT, has developed a slick coating that will allow you to finally get the last drops out of the bottle...the question is if the ketchup is actually coming out too fast.

<http://www.latimes.com/business/technology/la-fi-tn-mit-prof-creates-major-ketchup-bottle-upgrade-20120524,0,2644692.story>



America in the early 1990's.

General Mills had learned from focus group interviews that mothers want their families to eat whole-grain breakfast foods.

Cultural anthropologist Susan Squires, however, had actually spent time with families as they were having breakfast at around 6.30 in the morning.

She found that a major factor shaping breakfast food choice was the need to leave home early for work or school. Breakfast time is often a rushed affair, cut short by the need to get in the car or meet the bus.

At the same time, she learned that parents want their children to eat healthy food for breakfast while children are frequently uninterested in eating anything so early in the morning.

Squires realized that the ideal breakfast food for such busy families should be portable, healthy, fun, and come in a disposable container. Something that is banana-like.

[excerpt from Miller, B. Cultural Anthropology in a Globalizing World]



The answer: yogurt packaged so that it can be eaten by squeezing it out of the package, bypassing the need for a spoon. One mother said that her daughter thinks she is eating a popsicle when she has Go-Gurt for breakfast.

Go-Gurt brought in \$37 million in sales in its first year despite limited distribution.

(Today, we might not consider sugary yogurt to be a healthy breakfast or snack alternative...)

“The mission of design thinking is to
translate observations into insights and
insights into products and services that
will improve lives.”

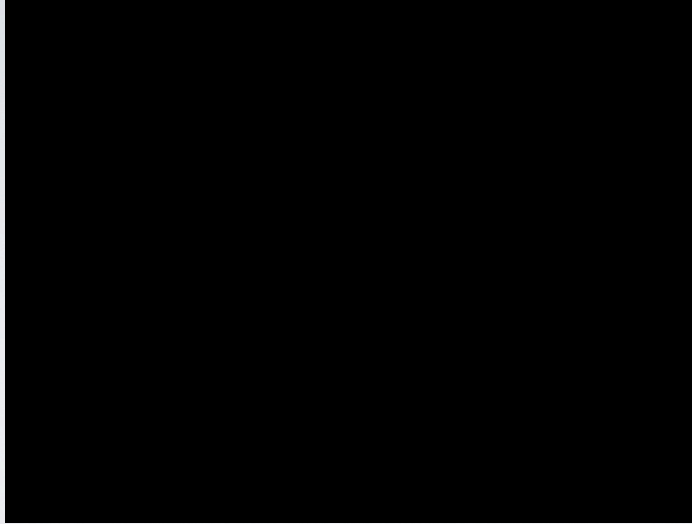
(Brown & Katz, 2009)

EXERCISE

HOW DO YOU
IDENTIFY
INSIGHTS?

WHAT ABOUT
ASKING
PEOPLE?

FOCUS GROUP: THE WHEEL



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<http://www.youtube.com/watch?v=OORnMYoWX9c>

...by the way, Henry Ford never said that “faster horse” quote:

http://blogs.hbr.org/cs/2011/08/henry_ford_never_said_the_fast.html



How the customer explained it



How the project leader understood it



How the analyst designed it



How the programmer wrote it



How the business consultant described it



How the project was documented



What operations installed



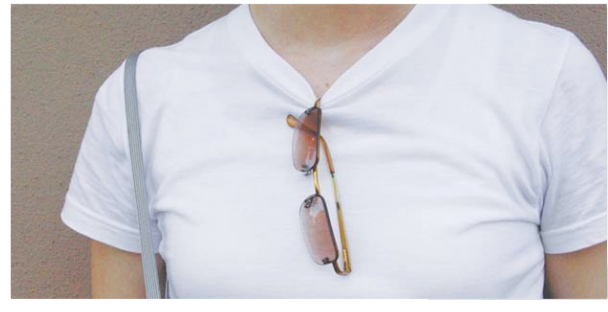
How the customer was billed



How it was supported



What the customer really needed



(Fulton Suri, 2000)

“Thoughtless acts are those intuitive ways we adapt, exploit, and react to things in our environment; things we do without really thinking.”

(Fulton Suri, 2000)



(Wentworth, 2005)

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Could also be more “purposeful” compensatory behavior:

Double stacking coffee cups so that you don’t burn your hands on hot coffee.

Putting red tape on the handle of your suitcase to help you spot it on the crowded airport luggage carousel.

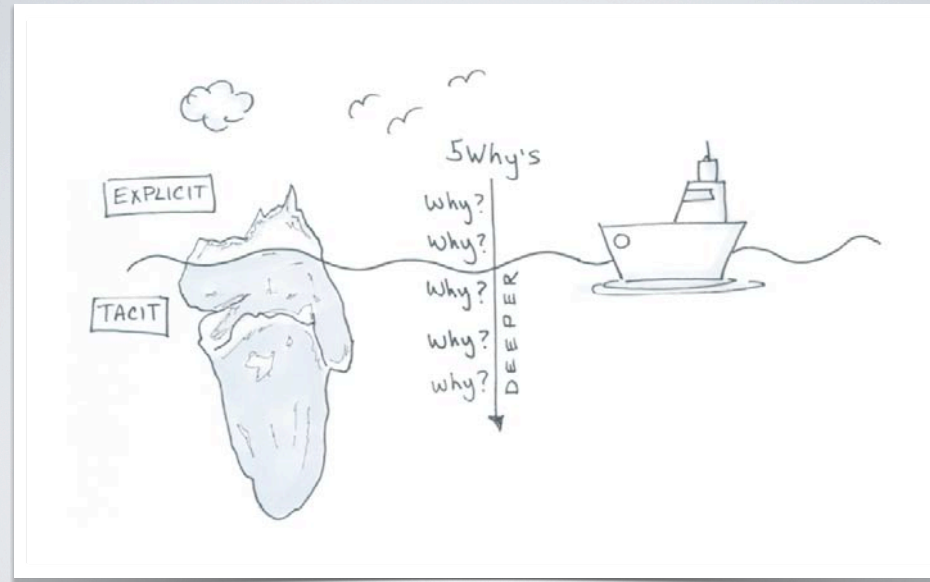


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For decades kids toothbrushes have been smaller versions of adult brushes. The IDEO team put brushes in the hands of children and they quickly noticed the "fist phenomenon". Little kids grip the brush with their whole fist, unlike older kids and adults, who use their fingertips. The insight that smaller hands need fatter toothbrushes seems counter-intuitive until you see them in use. Today you would struggle to find any kids toothbrushes that are not chunky and fun for kids to hold.

In a project for Zyliss, IDEO observed one mother prop her child up on the counter to help with the pizza cutting. Fulton Suri saw that as an opportunity for a "transitional tool" -- something between a wooden spoon and a knife -- resulting in the design of a new pizza-cutter with the handle positioned directly above the blade, the better to keep kids' hands out of the pie but involved in the cooking.

The design solutions arose out of social situations -- which could only have come from designing by noticing.



INSPIRATION

Where do ideas
come from?

NEEDFINDING

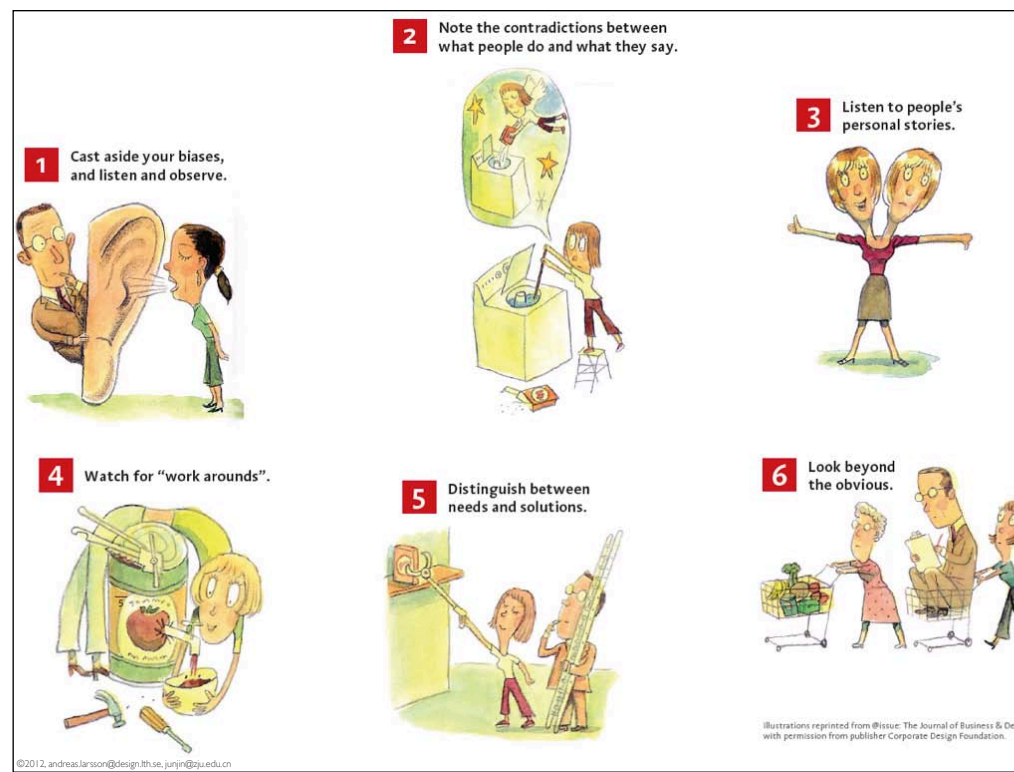
TRENDWATCHING

TECHWATCHING

NEEDFINDING

WHAT DO USERS NEED?

Focus on identifying and understanding
emerging explicit, tacit and latent user needs.



1. When talking to consumers, be an empathic listener, but don't try to argue another point of view, sell them on the product or ask judgmental questions. If a consumer has erroneous views, don't try to correct them. Note the misunderstanding.
2. A homemaker can take you through her laundry routine and tell you how much she loves the detergent, while never noticing that she is using a screwdriver to pry open the box and a stick to stir the granules in the water.
3. Stories encompass the implicit rules that govern and organize people's lives and reveal what they find normal, acceptable and true. They reveal moral codes, sources of pride, shames, shoulds and should nots.
4. People make do and work around the shortcomings of products and situations. On a research trip to a hospital, designers at medical cart manufacturer, Modo, noted that a nurse had taped a coat hanger to a cart in an attempt to lift cables out of the way.
5. Barry cites an example of a wrong assumption: "She needs a ladder." A right one would be: "She needs to get something on a high shelf."
6. If your research entails watching homemakers shop for vegetables or an office clerk operate a copier, the task may seem so routine and familiar that you may feel that there is nothing new to be learned. Boredom and frustration set in. Stay alert.



E.G. ETHNOGRAPHY

Example: me and my colleagues visiting a local farmer in Manaus, Amazonas, Brazil. He is showing us how he is making tapioca from the cassava root. We gained some insight into this tedious process, which one of our industrial design master thesis students then explored more deeply in her thesis work. She designed a mechanical cassava peeler.

TRENDWATCHING

WHERE IS THE WORLD HEADING?

**Focus on identifying and understanding
emerging market and societal trends.**

TECHWATCHING

WHAT CAN TECHNOLOGY DO?

**Focus on identifying and understanding
emerging technologies.**

EXERCISE

WHERE WOULD YOU SEEK
INSPIRATION
FOR YOUR TEAM PROJECT?

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Students discuss in groups of two or three.

Follow up with a moderated all-class discussion.

KEY TAKEAWAYS

1. ACTIVELY SEEK STIMULI
2. OBSERVE WORKAROUNDS
3. IDENTIFY THOUGHTLESS ACTS
4. SEEK EXPLICIT, TACIT, LATENT NEEDS
5. PERFORM NEEDFINDING,
TRENDWATCHING, TECHWATCHING

KEY READINGS

- Brown, T., Katz, B. 2009. Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation. New York, NY, USA: HarperCollins.
- Fulton Suri, J. 2005. Thoughtless Acts? Observations on Intuitive Design. San Francisco, CA, USA: Chronicle Books.
- Sanders, E. B. N. 2002. From User-Centred to Participatory Design Approaches. In Design and the Social Sciences, J. Frascara, ed. London, UK: Taylor & Francis.